

MEMORANDUM FOR : Deputy Director of Central Intelligence  
Deputy Director for Adminstration  
Deputy Director for Operations  
Deputy Director for Science & Technology  
Deputy Director for Intelligence

FROM : Director of Central Intelligence

SUBJECT : Personnel Policy

1. A fair and workable career management system is one of the most important contributions to the health and morale of any organization. Beyond having an effective means for evaluating performance and recognizing superior performers, there must be room in the organization for capable individuals to rise to positions of greater responsibility. This implies an inherent personnel flow which can exist only if there is ample recruitment of new talent at the bottom, a vigorously enforced "up or out" policy at all levels, and the option for early retirement. Each of these areas is being carefully studied at this time.

2. However, it is expected OMB will impose personnel ceilings in the coming year which will require personnel reductions. The least equitable means of accomplishing these reduction, it seems to me, would be to impose across-the-board cuts in all directorates. A more equitable and less disruptive means would be to enforce extant policies in our career management system. Two policies in particular hold the potential for personnel reduction and at the same-time opportunity to enhance personnel quality: careful monitoring of the probationary period for new employees and separation of those who have demonstrated the least potential for advancement at any level.

3. The Deputy Director for Administration is directed:

- a. to ensure effective supervisory action is taken to carefully evaluate the present performance and potential for future advancement of all new employees during the three year probationary period. If at any time during that period it becomes apparent that the employee consistently, and despite reasonable counselling, fails to perform satisfactorily or lacks promise of future growth, employment will be terminated.
- b. to give 90 days notice of termination of employment to the 78 individuals who have ranked in the lowest 3% for the past 3 years.
- c. to notify formally the 91 individuals who have ranked in the lowest 3% for 2 years that should they be so ranked for a third year their employment will be terminated.
- d. to provide me with an assessment of the impact an immediate reactivation of the service retirement option would have on each directorate.

STANSFIELD TURNER  
Director



UNCLASSIFIED INTERNAL  
USE ONLY CONFIDENTIAL SECRET

Approved For Release 2004/03/31 : CIA-RDP80M00165A001200040026-0

SUBJECT: (Optional)

Personnel Policy

Executive Registry

77-770074

FROM:

John F. Blake  
Deputy Director for Administration  
7D 24 Hqs

EXTENSION NO.

STAT DDA 77-3969

DATE

11 July 1977

TO: (Officer designation, room number, and building)

DATE

RECEIVED FORWARDER

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Executive Assistant/DCI

7D 5507 Hqs

STAT

Attached is the file you sent me containing a memorandum on "Personnel Policy" concerning which you asked my comment. I mentioned to you on 1 July that several matters gave me cause for pause. I further suggested that I revise it slightly, but due to a week's forthcoming leave, I would submit it back to you by 12 July.

I learned today upon my return that Mr. Knoche requested, in my absence, that action be suspended on any revision to the memorandum. He indicated to Mr. Janney that he would have discussions with the DCI on this matter. Accordingly, I return the memorandum to you, as is until I receive further advice on the matter.

STAT

John F. Blake

Att

FORM  
3-62610 USE PREVIOUS  
EDITIONS SECRET CONFIDENTIAL INTERNAL  
USE ONLY UNCLASSIFIED

Approved For Release 2004/03/31 : CIA-RDP80M00165A001200040026-0

MEMORANDUM FOR: Director of Central Intelligence  
VIA : Deputy Director of Central Intelligence  
FROM : John F. Blake  
Deputy Director for Administration  
SUBJECT : ADMAG Suggestions for the DCI  
REFERENCE : Memo for DDA from DCI dtd 7 Jun 77, subj: ADMAG

1. Action Requested: Approval of the recommendations contained in paragraph 3.

2. Background: The three specific recommendations contained in ADMAG's memorandum of 2 June 1977 have been reviewed and commented upon as follows:

a. Identification of employees with least potential in all grades . . . to provide positions for new employees and advancement of on-board employees.

We have assumed the phrase "least potential" in Recommendation (a) refers to the lower percentile of employees identified in the Career Service rankings of personnel. Until the recent issuance of the revised [redacted], the Career Services were permitted to establish individual percentages for the identification of marginal employees. [redacted] however, establishes a common lower percentile of 3% for the ranking of employees whose performance requires Career Service review and provides uniform guidance and procedures for implementing the program. Until this new policy is in effect for at least a year, it would be difficult to assess the impact it will have on the advancement of other employees by making higher grade positions available or for the appointment of additional new employees.

STAT

STAT

The FY-77 Annual Personnel Plan (APP) statistics identified, for the Agency as a whole and using the individual Career Service percentages, 224 employees as having marginal performances. Ninety-one (91) have been in this lower percentile for

Administrative - Internal Use Only

two years, 78 for three years. As a follow up to the APP report, the Career Services have recently been asked to identify the employees who have been so ranked for two and three years and advise the action . . . i.e., training, counseling, reassignment, downgrading or separation . . . taken or planned to be taken in each instance. Until we are in receipt of these reports, we cannot judge the number or kinds of positions which may be made available through this process within the next year.

The downgrading or separation of employees in the lower percentile ranking who do not respond to counseling or training will undoubtedly free some positions for the assignment and advancement of on-board or new employees. A more significant result of taking positive actions in this type of situation, however, is the impact it will have on all Agency employees by highlighting management's concern with the level of employee performance and the consistent application of principles of sound personnel management.

b. Endorse the three-year probationary period for new employees.

The three-year probationary period will undoubtedly improve the effective appraisal of the performance of new Agency employees, to the benefit of both the employee and the Organization. To make it truly effective, however, the responsibilities of the supervisor must be continually emphasized by senior managers to the point of holding supervisors responsible for inadequate or hedging evaluations. There must be a check system to insure that supervisors are doing their job in relation to the new employees . . . training, counseling, guiding, and, when necessary, recommending separation. Periodic review procedures should be established in each Career Service for the supervisory level to follow; the Fitness Report schedule should not be the only trigger for reviewing the performance of new employees or for tracking the supervisor's performance of this major responsibility.

c. Seek approval for continued use of the 25-year discontinued service retirement option.

Agency management has instituted the discontinued service retirement option with effective results in several of the recent past years when ceiling and/or employee surplus circumstances warranted such action.

The Office of Personnel is closely monitoring the Agency's on-duty strength/ceiling situation in the context of other personnel management reviews (promotion headroom, identification of grade group "blockages," etc.) currently under consideration by the Executive Advisory Group and in anticipation of probable OMB-instituted reductions in the Agency's overall personnel ceiling.

As these several considerations are resolved and courses of action are defined, application of the discontinued service retirement option may be instituted as appropriate and justified.

Circumstances may support Agency-wide application or more narrow application within a specific Directorate, certain of its sub-elements or only specific employee categories.

3. Recommendations:

STAT  a. That the current policies and procedures as outlined in relative to Career Service responsibilities for ranking personnel and the identification of lower-ranked employees for subsequent managerial action be stringently implemented, monitored and enforced.

b. That continued emphasis be placed on effective supervisory action in the evaluation of new employees during the three-year probationary period.

c. That the discontinued service retirement option be retained and utilized by Agency management when appropriate to meet the manpower staffing requirements of the Agency.

John F. Blake

John F. Blake

ILLEGIB

APPROVED:   
Director of Central Intelligence

DISAPPROVED:   
Director of Central Intelligence

DATE:

Administrative - Internal Use Only

ILLEGIB

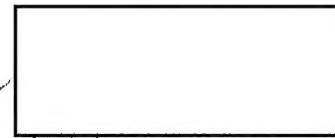
Approved For Release 2004/03/31 : CIA-RDP80M00165A001200040026-0

Approved For Release 2004/03/31 : CIA-RDP80M00165A001200040026-0

7 JUN 1977

MEMORANDUM FOR: Deputy Director for Administration  
FROM: Director of Central Intelligence  
SUBJECT: ADMAG

1. At the completion of my meeting with the ADMAG, I asked them to do further work to give me some specific recommendations on ways to improve our management of personnel. Attached is their response to me which I find very constructive and helpful.
2. I would appreciate your staffing each of these recommendations and coming back to me with your recommendations on them.



STAT

STANFIELD TURNER

Attachment

cc DDCI  
ADMAG

DD/A Registry  
77-3364

2 June 1977

**ED/A Registry**  
**File 0411 (0943)**

MEMORANDUM FOR: Director of Central Intelligence

STAT FROM :   
Chairman, Administration Management  
Advisory Group (ADMAG)  
SUBJECT : ADMAG Suggestions for the DCI

1. Action Requested: None - FYI only - background notes for your meeting with ADMAG.

2. Background: During our meeting with you on 27 May you requested that we further address the issue of personnel "flow-through" and suggest improvements or solutions to concerns identified.

a. We believe that the existing personnel system, e.g., DDA Personnel Management Handbook dated 1975, provides an efficient and effective vehicle to handle the full range of personnel matters.

b. However, we also believe that the achievement of a personnel management system prescribed in existing regulatory issuances, handbooks, and studies, e.g., Personnel Approaches Study Group Report dated 1973, as well as the Annual Personnel Plan and the Personnel Development Program may be often frustrated through a spotty implementation.

### 3. Recommendations.

a. Employees with the least potential in all grade levels should be identified and appropriate career or adverse action should be taken. This policy is presently in existence, but is not yet being uniformly enforced. It is our suggestion that the DCI take appropriate action to ensure the enforcement of this policy. In the event of adverse action we approve of the present procedure for centralized reviews and recommendations by the Director of Personnel. We feel through this mechanism, positions will be made available for new employees and for the advancement of the employees already on board, provided the Agency personnel ceiling remains relatively constant.

b. We endorse the use of the three year probationary period for new employees and urge that careful consideration be given during the period as to whether the individual should be retained.

c. Seek approval for continued use of the 25 year discontinued service retirement option. This would be especially attractive to those employees enrolled in the CIA Retirement and Disability System.

4. It is noted that the suggestions and recommendations presented above are based upon the personnel experience and perspectives of members of the ADMAG.

STAT



P-1, 9, 1

7 JUN 1977

MEMORANDUM FOR: Deputy Director for Administration  
FROM: Director of Central Intelligence  
SUBJECT: ADMAG

1. At the completion of my meeting with the ADMAG, I asked them to do further work to give me some specific recommendations on ways to improve our management of personnel. Attached is their response to me which I find very constructive and helpful.
2. I would appreciate your staffing each of these recommendations and coming back to me with your recommendations on them.

  
*For* STANSFIELD TURNER

STAT

Attachment

cc DDCI  
ADMAG

Executive Registry  
17001

2 June 1977

MEMORANDUM FOR: Director of Central Intelligence

STAT FROM : [REDACTED]  
Chairman, Administration Management  
Advisory Group (ADMAG)

SUBJECT : ADMAG Suggestions for the DCI

1. Action Requested: None - FYI only - background notes for your meeting with ADMAG.
2. Background: During our meeting with you on 27 May you requested that we further address the issue of personnel "flow-through" and suggest improvements or solutions to concerns identified.
  - a. We believe that the existing personnel system, e.g., DDA Personnel Management Handbook dated 1975, provides an efficient and effective vehicle to handle the full range of personnel matters.
  - b. However, we also believe that the achievement of a personnel management system prescribed in existing regulatory issuances, handbooks, and studies, e.g., Personnel Approaches Study Group Report dated 1973, as well as the Annual Personnel Plan and the Personnel Development Program may be often frustrated through a spotty implementation.
3. Recommendations.

ADMINISTRATIVE - INTERNAL USE ONLY

a. Employees with the least potential in all grade levels should be identified and appropriate career or adverse action should be taken. This policy is presently in existence, but is not yet being uniformly enforced. It is our suggestion that the DCI take appropriate action to ensure the enforcement of this policy. In the event of adverse action we approve of the present procedure for centralized reviews and recommendations by the Director of Personnel. We feel through this mechanism, positions will be made available for new employees and for the advancement of the employees already on board, provided the Agency personnel ceiling remains relatively constant.

b. We endorse the use of the three year probationary period for new employees and urge that careful consideration be given during the period as to whether the individual should be retained.

c. Seek approval for continued use of the 25 year discontinued service retirement option. This would be especially attractive to those employees enrolled in the CIA Retirement and Disability System.

4. It is noted that the suggestions and recommendations presented above are based upon the personnel experience and perspectives of members of the ADMAG.

STAT

STAT  
ADMAG/

[redacted] ckn (2 Jun 77)

Distribution:

Orig - DCI  
1 - DDCI  
1 - 'ER

11.11.47.6 NIP

ADMINISTRATIVE - INTERNAL USE ONLY

20 May 1977

MEMORANDUM FOR: Director of Central Intelligence

STAT

FROM : [REDACTED]  
Chairman, Administration Management  
Advisory Group (ADMAG)

SUBJECT : ADMAG Discussion Points for the DCI

1. Action Requested: None - FYI only - background notes for your meeting with ADMAG 27 May 1977.

2. Background: The ADMAG appreciates this opportunity to discuss with you some pertinent concerns regarding CIA. We have listed three questions/topics for your consideration. They are:

(1) How open should CIA become with the public and what specifically is to be gained by this openness?

The Agency is becoming more and more open with respect to the public and the media. As a result of this "higher visibility" the Agency appears to be diverting resources that were allocated to the "business of intelligence." Certainly this open policy is an avenue to explain the Agency's missions and functions to the public as well as to articulate the need for intelligence in our government and society.

(REVERSE SIDE OF P. 91)

SUBJECT: ADMAG Discussion Points for the DCI

However, aside from diversion of resources to public affairs activities, there is also concern that piecemeal disclosures could affect the protection of intelligence sources and methods. For example, publishing the Agency's or Intelligence Community's single budget figure could cause further erosion of the budget.

(2) How will the impending reorganization plans, (PRM-11 and proposed legislation by the Senate Select Committee on Intelligence) affect CIA and specifically the Administration Directorate?

It is our impression that long range planning is at best difficult during these times of uncertainty.

Would you share with us your views or insights into these reorganization plans?

(3) The employees of CIA would like a better understanding of the DCI. It is suggested by this group that this could be achieved by the following:

- (a) Clarify your interpretation of the roles of the DCI and DDCI.
- (b) Continue the use of "Notes From the Director" and expand to pass on recognition of recent Agency accomplishments.
- (c) Reach out personally to Agency employees, e.g., walk-through tours of offices and receive personalized presentations by individuals.
- (d) Explain the role of your immediate staff, who are they and what are their functions.
- (e) Lunch occasionally with employees.

The employees' apprehension over the future of the Agency may be a contributing factor to what they perceive as your image problem.



STAT

SUBJECT: ADMAG D. cussion Points for the DCI  
Approved For Release 2004/03/31 : CIA-RDP80M00165A001200040026-0

STAT

ADMAG [redacted] ckn (20 May 77)

Distribution:

Orig - DCI  
1 - DDCI  
- 1 - ER

STAT

Approved For Release 2004/03/31 : CIA-RDP80M00165A001200040026-0

Approved For Release 2004/03/31 : CIA-RDP80M00165A001200040026-0